

Message Text

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ACTION ARA-10

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FM AMEMBASSY BRIDGETOWN

TO SECSTATE WASHDC 0090

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FOR ASSISTANT SECRETARY ROGERS FROM AMBASSADOR

STADIS////////////////////////////////////

EO 11652: NA

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SUBJECT:

REFS: (A) STATE 304849 (B) STATE 000007

1. REFTELS ARE USEFUL AND TIMELY, COMING AT YEAR'S END, WITH THE SECRETARY'S THOUGHTS ON DIFFICULT DAYS AHEAD IN 1976, STILL RINGING IN OUR EARS. SINCE SOME OF THE EARLY CHANGES PROPOSED SOUNDED FAMILIAR, I RE-READ "ANATOMY OF THE STATE DEPARTMENT" BY SMITH SIMPSON, AND SAW SOME OF YOUR (OUR) SAME PROBLEMS UNDER ATTACK YEARS AGO. I ALSO REVIEWED "THE FOREIGN POLICIES OF THE POWERS" BY F.S. NORTHEGE. THE FOLLOWING THOUGHTS ARE OFFERED TO YOU, BASED ON MY BACKGROUND IN FINANCE AND MANAGEMENT, ESPECIALLY IN RESEARCH AT HUD.

2. IT SEEMS TO ME THAT IF THE GOALS AND OBJECTIVES OF ARA ARE CLEARLY DEFINED AND UNDERSTOOD, ALONG WITH THE SUB-GEOGRAPHIC AND FUNCTIONAL (ECONOMIC, SCIENCE, ET AL) CONSIDERATIONS, STAFFING WOULD BE, AND IS, STRUCTURED TO ACHIEVE THEM. AT THE SAME TIME, THE REQUIREMENTS OF HEADQUARTERS MANAGEMENT AND FIELD SUPPORT MAY HAVE UNDERGONE SUCH CHANGES AS TO MAKE THE PRESENT STRUCTURE REDUNDANT, OR INADEQUATE. IF THIS IS THE CASE, AND WORK FLOW IS NOW BEING IMPEDED IN ANY WAY, THE PROCESS SHOULD BE STUDIED WITH A VIEW TOWARDS IMPROVEMENT OR

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REARRANGEMENT. SUCH A STUDY COULD SHOW THE ORIENTATION OF

SOME PRESENT STAFF TO BE UNSUITED TO THE TASKS AT HAND, THEREBY REQUIRING IN-SERVICE TRAINING, RE-ORIENTATION, OR OUTRIGHT REPLACEMENT. LASTLY, YOU MAY NEED A CLOSER LOOK AT THE TASKS BEING FED INTO ARA FROM OTHER SEGMENTS OF THE DEPARTMENT, AND THE FIELD, TO DETERMINE WHETHER THEY HAVE INCREASED MARKEDLY, OR CHANGED DRASTICALLY, TO THE POINT THAT STAFF (OR SOME PARTS OF STAFF) ARE NOW OVERLOADED OR UNDER-LOADED, AND NO LONGER PRODUCTIVE. FINALLY, A RE-STUDY OF YOUR ARA CONTROL ROOM (FOR WORK-TRACKING PURPOSES), IF YOU HAVE ONE, IS IN ORDER, TO INSURE THAT CONTINUITY AND FOLLOW-UP IS STILL EFFICIENT AND EFFECTIVE.

3. DURING MY DAYS AS HUD DEPUTY ASSISTANT SECRETARY FOR RESEARCH AND TECHNOLOGY, I WORKED WITH TWO FORMER NASA PEOPLE FROM WHOM YOU WOULD FIND HELPFUL TO GATHER SOME IDEAS. HARRY B. FINGER, FORMER ASSOCIATE ADMINISTRATOR AT NASA, WHO WAS MY ASSISTANT SECRETARY THEN, CAN NOW BE LOCATED AT GENERAL ELECTRIC IN WASHINGTON, D.C. WHERE HE IS MANAGER FOR ENERGY SYSTEMS. HE LIVES IN MARYLAND. HARRY WOULD GLADLY SHARE SOME THINKING WITH YOU AND YOUR COLLEAGUES. THE SECOND FORMER HUD (AND NASA) COLLEAGUE YOU MIGHT SEE IS BERT GREENGLASS, WHO IS STILL IN GOVERNMENT. BERT WAS PROGRAM CONTROL DIRECTOR FOR THE APOLLO PROGRAM, AND DIRECTED PROGRAM PLANNING CONTROL AT HUD. HARRY FINGER CAN FIND HIM FOR YOU. OUR HUD WORK ON OPERATION BREAKTHROUGH POINTED UP THE NEED TO GIVE OVERALL MANAGEMENT A CONTINUING PICTURE OF BUDGET, TASKS, MILEPOSTS, ETC. I THINK WE DID A GOOD JOB, AND URGE THAT YOU CALL ON THEM FOR IDEAS FOR ACHIEVING THE GOALS AND OBJECTIVES OF ARA.

4. WITH REGARD TO THE FUNCTION-GEOGRAPHIC BUREAU DISCUSSION, MY VIEW IS THAT IF THE DEPARTMENT WENT FUNCTIONAL, IT WOULD QUICKLY STRUCTURE INTO GEOGRAPHICAL UNITS, AS A NECESSITY.

PERSONNEL WOULD STILL BE REQUIRED TO HELP ACHIEVE FUNCTIONAL GOALS AND OBJECTIVES, AS WELL AS SUPERVISION AND SUPPORT. A RISE IN THE NUMBER OF FUNCTIONAL BUREAUS, WOULD MEAN A CORRESPONDING INCREASE IN SUB-GEOGRAPHICAL UNITS TO COORDINATE THEIR WORK. IN SHORT, THE PRESENTLY CONSTITUTED GEOGRAPHICAL BUREAU CERTAINLY SEEMS THE MOST USEFUL DEVICE FOR COORDINATING THE WORK REQUIRED BY THE FUNCTIONAL BUREAUS.

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CONVERSELY, THE LATTER SHOULD ALWAYS BE THE LEANER PART OF THE DEPARTMENTAL UNITS, EXCEPT WHERE A GIVEN POLICY PRIORITY DICTATES ITS PRIMACY.

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